

Appendix B

Explanation of Terms

Alignment. The degree of relational agreement, conformance, and consistency between organization's mission, vision, values and goals with its policies, guidance, structures, processes and systems, competencies, and individual behaviors.

Architecture Alignment & Assessment. The determination made about an IT investment's alignment with the Corps Enterprise Architecture (CEA). Using criterion to evaluate whether or not, and to what degree, there is conformance determines the IT investment alignment. IT investment alignment is evaluated against each of the CEA architectural views – Business, Information, Application, and Technical.

Benefit. A term used to indicate an advantage, profit, or gain attained by an individual or organization. Tangible benefits can be explicitly quantified. Such benefits may include reducing costs, increasing productivity, decreasing cycle time, or improving quality.

Business Case. A document, generally having a structured format, which articulates an initiative, action or change requiring the allocation of resource and a management decision. A business case typically includes a statement about why the initiative, action or change is required; assumptions, constraints, and risks; economic analysis on alternatives; return-of-investment (benefits and value); and a recommendation.

Business Process. A systematic, disciplined and consistent means by which people perform work to produce products or achieve results/outcomes, or deliver services. Business processes usually have policy and guidance associated with them and, characteristically, have sub-processes, procedures, activities, events, and tasks. Business processes have inputs, controls, outputs, and mechanisms to ensure efficiency, effectiveness, quality, and customer satisfaction. Time-to-Delivery is generally used to measure business process performance.

Cost. A term used to indicate the obligation and expenditure of funds or as a means to express the aggregation of difference types of costs over time. It is not unusual for "cost" to be preceded or followed by a noun, adverb, or adjective to clarify or emphasis it's meaning, such as "overhead cost" or "recurring cost."

DoD Information Technology Security Certification and Accreditation Process

(DITSCAP). The standard DoD management process for identifying information security requirements, providing security solutions, and managing information system security activities.

Enterprise Architecture (EA). A strategic, representational view that defines the business, information, applications (information systems), and information technologies necessary to support the mission, programs, and projects of the enterprise. The EA identifies the current "state" (AS-IS) as well as the "objective, end-state" (TO-BE) of the organization, and serves as a "blueprint" for implementing changes to the business, information, applications, and information technology needs of the enterprise. The EA is a "tool" used in the architecture alignment and

assessment management process and is critical component in the IT investment control management process for selecting, controlling and evaluation IT investments.

Enterprise Architecture Framework (EAF). A graphical presentation that documents the linkages between an enterprise's business (mission and processes), information requirements, information system (applications), and information technology infrastructure (IA assets and technical standards). The EAF serves as a guide (and tool) for IT capital planning and investment control, both at the strategic and operational levels.

Information Technology (IT) Investment Decision Authority. The organization's commander or designated senior management official having the authority to approve the proposed IT investment and/or aggregation of IT investments as having value/benefit to the organization and the authority to make the budget decision for funding.

Information Technology (IT) Investment Sponsor. The organization or person that identified the IT requirement and submitted the requirement for funding. The functional proponent for an IT investment, and the individual held accountable for value/benefit realization.

Information System. The organized collection, processing, transmission, and dissemination of information in accordance with defined procedures, whether automated or not.

Information Technology. Any equipment or interconnected system or subsystem of equipment, that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information. For the purpose of the preceding sentence, equipment is used by the government, or is used by a contractor under a contract with the government, which (1) requires the use of such equipment, or (2) requires the use, to a significant extent, of such equipment in the performance of a service or the furnishing of a product. IT includes the computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources used by an organization to accomplish a function.

Information Technology Investment. An asset, initiative, program, or project as well as service and support service for which the enterprise is or will allocate resources, in particular funds. Also, the "decision" by the organization to expend resources or the actual expenditure of resources on selected information technologies or IT-related initiatives for which there is an expectation that the benefits from the expenditure exceed the value of the resources expended.

Information Technology Investment Portfolio. The aggregation of the enterprise's IT assets, initiatives, programs, projects, automated information systems and services/support services requirements, both planned and installed and operational.

Information Technology Investment Portfolio System (ITIPS). The official source for all USACE IT investment information.

Major IT Investment. Major IT investment means an IT asset, initiative, program or project that requires special management attention because of its importance to USACE; its high

development, operating, or maintenance funding requirement; or its significance in supporting the Corps' missions, programs, projects, finances, property, or other resources. Large IT infrastructure investments (e.g., major purchases of personal computers or local area network improvements) are considered major IT investments. For the financial management mission area, "major" is any IT investment whose funding requirement is \$500,000 or greater. IT investments that are E-Government in nature or use e-business information technologies are considered "major" regardless of the cost.

Methodology. A documented approach for performing activities in a coherent, consistent, accountable, and repeatable manner.

Milestone. A point-in-time or event that an expected deliverable or activity is scheduled to be started, completed or is in the process of being completed. A milestone is typically used to measure progress, and to hold an individual, team, or organization accountable for success or failure.

Outcome. The actual results, effects, or impacts of a business process, procedure, activity, task or action taken or not taken. Actual outcomes typically are compared to expected outcomes.

Policy. A guiding principle, typically established by management, to influence and determine the results or outcomes of business processes or personnel practices.

Process. A sequence of procedures, activities/events, and tasks/actions performed for a given purpose.

Program/Project Manager (PM). The individual appointed, verbally or in writing, by a management official responsible for the delivery of agreed upon deliverables to the IT investment sponsor. A steward responsible for the resources provided and for the execution of the approved program/project management plan.

Program/Project Delivery Team (PDT). The individuals serving on a team, who share collective responsibility, for the successful delivery of the service, product, program or project assigned the team. A PDT is often composed of individuals with diverse competencies needed to ensure delivery success.

Risk. A term used to define the class of factors which (1) have a measurable probability of occurring during an IT investment's life cycle, (2) have an associated cost or affect on the investment's output or outcome (typically an adverse affect that jeopardizes the success of an investment), and (3) have alternatives from which the organization may chose.

Technical Reference Guide (TRG). Identifies and describes the standards pertaining to information technology and IT service delivery (e.g., databases, communications, security, software, hardware, Intranet, etc.) to be used throughout the Corps.

Technical Reference Model (TRM). Identifies and describes the information technology standards and IT service delivery used for a specific IT investment. The TRM is a subset of the Technical Reference Guide (TRG). There may be many TRM's associated with the TRG.

Value. A term used to identify intangible benefits that may be easy to identify but that can be difficult to quantify. These benefits may include more efficient decision-making, brand recognition, goodwill, valued partner, greater data accuracy, improved data security, reduced customer burden, or increased organizational knowledge.